

Admiral Turner drafted this while on
vacation in Puerto Rico for possible use.
To date it has not been used.

Date 1 FEB 1978

FORM 101 USE PREVIOUS
5-75 EDITIONS

DRAFT TALK TO TOP STAFF

I Outlook for Intelligence never brighter

1. Need

Parity

Economics

Politics

2. Improving climate

Press -- etc. -- PRC

Congress

Public

Want -- but mistrust

Signs openness paying off

3. Greater capabilities than ever

II Two new directions:

1. Integration of IC

2. Adaptation of CIA to changing times and needs

III Integration

Needed:

Expense

Need to harmonize new systems

Need to cover more territory

Countries

Economics, terrorism, etc.

Impact on CIA

Learn more

HUMINT of DDO

SIGINT/PHOTINT of S&T

National estimating of NFAC

Support of DDA

IV Adaptation

Causes

1. Times changed

Cold war concentration on mil/pol of less 10 countries

Counter Communists are real interest in rest

Political action thrust

Detente-econ/terror/etc. 100 plus countries

Minor role Covert Action

Stand-by capability

2. 30 years old --

Tremendous record

Concern that be able continue

Need foundation of administrative practices
that not been needed for short sprint of 30 years.

Particularly personnel management.

Superb, dedicated talent -- OSS --

Cold War

Lots -- accepted sacrifice and self-
abnegation.

Today must attract/retain same talent
with different incentives -- rewards

Must deliberately plan training for
replacements -- past youthful group moved
through Agency --

Lots experience available.

Today hear complaints from seniors that
experience not available at next level.

Must organize so will be there.

Also must earn elite status

Had by virtue talent -- OSS

Had by virtue national acclaim.

Need career plans

Need promotion plans

Need assignment plans

Need selection process to reward best --
drop marginals.

Club atmosphere cannot be tolerated.

Mistakes not as tolerable

Risk-taking organization

Prepared back up

But means must be under control

Don't want people who "know"

what's best, better than constituted
authority

e.g., case to press.

3. Greater openness/accountability

Here with us like it or not

Open

Need build base support

Hedge against mistakes

Need stay touch with people

Oversight -- not all bad

Same effect

Transmission system to public in both
directions

Shares responsibility

All like retain anonymity --

Not in cards

Learn manage public relations so as
protect secrets.

V Future role --

DDO

Intelligence vice Covert Action

Intentions -- espionage best

No. countries

New, small -- easier

No. topics

Not neglect USSR/Military

Tradecraft

Needs be better

Sophistication USSR CI

Tradecraft (con't)

Proliferation CI elsewhere

Integration HUMINT w/rest

New leadership

My confidence

My support

Will take risks

Weigh carefully

Operational style

Not intend be Colby/Helms

Internal operations -- McMahon

Policy -- risks -- external support

Been doing

Vance

COS/Case Officer -- Pres

Oct 27 meeting

Supported almost all clandestine
initiatives.

NFAC

Breadth coverage increasing

Need greater coordination

Need assimilate plethora data

Need closer to policy

PRC

Controversy -- differing opinions

NFAC (con't)

Position -- in/out CIA

In --

Want prestige -- yes

Want connection DDO/DDS&T -- yes

Out --

Want closer connection NSA/NRO -- yes

Want closer connection DIA/INR -- yes

Want more emphasis national estimating -- yes

Not intelligence for intelligence

Remain in Agency

Broaden outlook -- as NIOs

Dual hat boss

DDS&T

Continue stimulate system

Not only large overhead systems

Clandestine service

Small SIGINT

Analytic techniques

Advice to DCI

[REDACTED]

STATSPEC

Worry -- sell down stream --

Not going do

But must fit into IC

DDA

Dual hat boss

Expanded scope

NITC

NFAC

IC

Lean more

Coordinate: Security

Training

Commo

Data processing

Personnel

VI How get there?

Build on strengths

Esprit

Quality people

Dedication

Track record

30 years in best Navy

Now head best intelligence service

Proud

No desire return uniform

Believe challenge enormously important

Cannot do alone

Must be collaborative

Interaction to refine objectives stated above

Teamwork to carry out

Disappointed "morale" crisis"

1. Expect leadership -- know exists -- to dampen noise

Protect subordinates

2. People taking case to press

Great danger

Will be interpreted as out of control

Pleased to lose

Unwilling accept control

Suggest time come pull together

Despite pass -- I'm fully on board --

Intend stay --

Happy --

Satisfied people trying support

Satisfied consensus new directions needed

Ask you get on board or get off

Exercise leadership

Morale crisis -- not take as long-term problem

I'll share blame

I'll share effort correct

Will take us to do it.